



SAN FRANCISCO PORT COMMISSION

**MAY 10, 2022
MINUTES OF THE MEETING**

MEMBERS, PORT COMMISSION

HON. WILLIE ADAMS, PRESIDENT

HON. DOREEN WOO HO, VICE PRESIDENT

HON. KIMBERLY BRANDON, COMMISSIONER

HON. JOHN BURTON, COMMISSIONER

HON. GAIL GILMAN, COMMISSIONER

ELAINE FORBES, EXECUTIVE DIRECTOR

CARL NICITA, COMMISSION AFFAIRS MANAGER

CITY & COUNTY OF SAN FRANCISCO PORT COMMISSION

MINUTES OF THE MEETING May 10, 2022

1. CALL TO ORDER / ROLL CALL

Port Commission Willie Adams called the meeting to order at 2:00 p.m. The following Commissioners were present: Willie Adams, Kimberly Brandon, John Burton and Gail Gilman. Vice President Woo Ho joined the meeting at 2:15 p.m. during closed session.

The Commission Affairs Manager read the Ramaytush Ohlone Land Acknowledgment.

2. APPROVAL OF MINUTES – April 26, 2022

ACTION: Commissioner Gilman moved approval of the minutes. Commissioner Brandon seconded the motion. The minutes were approved unanimously.

3. PUBLIC COMMENT ON EXECUTIVE SESSION

No Public Comment.

4. EXECUTIVE SESSION

A. Vote on whether to hold a closed session and to invoke the attorney-client privilege regarding the matters listed below as Conference with Legal Counsel.

ACTION: Commissioner Brandon moved to go into closed session. Commissioner Burton seconded the motion. The motion passed unanimously.

(1) CONFERENCE WITH REAL PROPERTY NEGOTIATOR – This is specifically authorized under California Government Code Section 54956.8. *This session is closed to any non-City/Port representative: (Discussion Item)

(a) Property: Golden Gate Steamship Corporation, Pier 43½ (Lease L-16547)

Person Negotiating: Port: Rebecca Benassini, Deputy Director Real Estate & Development

Negotiating Parties: Joe Burgard and Tyler Foster, Golden Gate Steamship Corporation

Under Negotiation: ___ Price ___ Terms of Payment _X_ Both

In this executive session, the Port's negotiators seek direction from the Port Commission on factors affecting the price and terms of payment, including price structure and other factors affecting the form, manner and timing of payment of the consideration for potential amendments to the subject lease. The executive session discussions will enhance the capacity of the Port Commission during the public deliberations and actions to set the price and payment terms that are most likely to maximize the benefits to the Port, the City and People of the State of California.

Present: President Willie Adams
Vice President Doreen Woo Ho (joined at 2:15 p.m.)
Commissioner Kimberly Brandon
Commissioner John Burton
Commissioner Gail Gilman

Also present: Elaine Forbes, Executive Director
Carl Nicita, Commission Affairs Manager
Michael Martin, Assistant Port Director
Rebecca Benassini, Deputy Director for Real Estate
Kimberley Beal, Assistant Deputy Director
Demetri Amaro, Property Manager
Michelle Sexton, General Counsel
Annette Mathai-Jackson, Deputy City Attorney

The closed session adjourned at 3:00 p.m.

5. RECONVENE IN OPEN SESSION

- A. Possible report on actions taken in closed session pursuant to Government Code Section 54957.1 and San Francisco Administrative Code Section 67.12.

No Report.

- B. Vote in open session on whether to disclose any or all executive session discussions pursuant to Government Code Section 54957.1 and San Francisco Administrative Code Section 67.12.

ACTION: Commissioner Gilman moved reconvene in open session without disclosing closed session discussions. Commissioner Brandon seconded the motion. The motion passed unanimously.

6. PLEDGE OF ALLEGIANCE

7. ANNOUNCEMENTS

The Commission Affairs Manager announced the following:

- A. Announcement of Prohibition of Sound Producing Electronic Devices during the Meeting: Please be advised that the ringing of and use of cell phones and similar sound-producing electronic devices are prohibited at this meeting. The Chair may order the removal from the meeting room of any person responsible for the ringing of or use of a cell phone or other similar sound-producing electronic device.
- B. Announcement of Time Allotment for Public Comments: Please be advised that a member of the public has up to three minutes to make public comments on each agenda item unless the Port Commission adopts a shorter period on any item. Public comment must be in respect to the current agenda item. For in-person public comment, please fill out a speaker card and hand it to the Port Commission Affairs Manager. For remote public comment, instructions are on the first page of this agenda. During public comment, the moderator will instruct you to dial *3 to be added to the queue. An audio prompt will signal when it is your turn to speak.

8. PUBLIC COMMENT ON ITEMS NOT LISTED ON THE AGENDA

Alex Soble: All right. Hello, commissioners. Hello, Mr. President, Vice President. My name is Alex Soble. And I'm here representing a grassroots group. We're called Grand Embarcadero. And we're envisioning what we think of as a grand Embarcadero, which is a car-free Embarcadero where people of all ages, no matter their age, can walk, bike and roll safely, a serious car diet -- road diet for the Embarcadero.

We think the Embarcadero is an incredible waterfront promenade and transit corridor. And we are so grateful for all the work that the Port is doing to plan the waterfront's future through the waterfront resilience program -- just responded to the resilience survey yesterday so really grateful for that work.

We think that the current design of the roadway which dedicates more than half of the space to the movement of cars is not safe enough and not green enough and not resilient enough to meet the goals of the waterfront.

And we think it's time to consider something safer, greener, more sustainable and more resilient. Let's talk about safety. The reality is that most of the route is not super safe right now for people who aren't traveling in cars and who are using bicycles, no-carbon or low-carbon transportation.

The narrow bike lane for the most part is not protected from car violence with any physical barriers. I used that bike lane to get here. And I can tell you the traffic is really fast and dangerous. And if you look on social media, you can see residents, people who use this roadway, talk about their scary interactions with cars and trucks.

Commissioner Burton: And bikes.

Alex Soble: Let's talk about a green future, a sustainable future. A car-free Embarcadero would create a carbon-free corridor in the transit network connecting SF's eastern neighborhoods to the entire region. On a car-free Embarcadero, people could walk, bike and roll safely to BART, muni and ferries.

Transport, we know, is 47 percent of SF's greenhouse gas emissions, more than all its buildings put together. So we think this is a really important way to make our waterfront more sustainable.

Finally, let's talk about resiliency. The Port's terrific waterfront resilience program is looking at strategies we know like defend, accommodate and retreat. We think that four lanes of busy car traffic right in front of the water's edge is not the most resilient way to go.

We know that cars and water don't mix well. We think that a waterfront promenade like a grand Embarcadero, like a walking waterfront, like marshes, reclaimed park land by the water -- we think that would be resilient.

We hope that the Port Commission will embrace this idea, work with us and help make a grand Embarcadero a reality. We are working on our plan, putting together a website and thinking through our proposal. I really urge the Port to consider this idea --

President Adams: Thank you.

Alex Soble: -- to make the waterfront safer --

President Adams: Your three minutes are up.

Alex Soble: -- cleaner and more resilient.

President Adams: Thank you. Appreciate it.

Alex Soble: Thank you, Mr. President.

9. EXECUTIVE

A. Executive Director's Report

- Diversity, Equity & Inclusion Program Update
- Commendation for Commissioner Doreen Woo Ho on her retirement from the Port Commission

Director Forbes: Good afternoon, President Adams, Vice President Woo Ho, members of the commission, members of the public and Port staff. I am Elaine Forbes, the Port's executive director. My report today is about equity.

As we kick off Asian-American-Pacific-Islander Heritage Month, I'm happy to report on significant milestones we've made. Last week, we submitted the 2022 racial equity action plan progress report to the Office of Racial Equity.

Since publishing our ambitious plan in December of 2020, we have made progress on all our goals and actions. We have worked to embed racial equity into all aspects of our business. We have created space and programming to recognize and celebrate the diversity of our staff.

And we've begun normalizing conversations about race. In addition, we are working to make the Port an antiracist organization. We are taking actionable steps to support and uplift the voices of marginalized and underrepresented BIPOC communities.

Today, we stand ready to elevate this work. We will proactively take steps to breathe life into our culture that is welcoming, transparent and open to people of all backgrounds. We will continue to examine and improve our internal practices and external actions to create opportunities for and with BIPOC partners and communities.

Actions and goals for 2022 support employee-identified areas that we need to place attention to to achieve racial equity. To our strategic plan, we have updated our 2021-2025 strategic plan to ensure alignment with racial equity actions.

Today, I will present the update to the plan. And Toni Autry, our diversity, equity and opportunity manager, will present our REAP actions in 2021 and those planned for this year. You will learn about new equity strategies because we are being innovative, and we are co-creating our plan with our Port staff and with this commission.

As a reminder, we have seven goals in our strategic plan. Our strategic plan has three pillars: economic recovery, equity and resilience. Our economic recovery will incorporate equity so that our renaissance includes and celebrates residents and welcomes next-door neighbors who have been historically left out and left behind.

Our business opportunities aim to be shared with BIPOC owners and workforce. Our economic recovery offers us the promise to do things differently and to see our values of equity on the ground in the experience of the waterfront.

Equity is a foundational pillar. And we're working to weave it in to Port work. We will create a more diverse, inclusive and equitable organization and waterfront and create an antiracist organization that provides all employees the environment where they can bring their full selves to work and make their best contributions.

The language of our specific equity goal is to create a diverse, equitable and inclusive organization and waterfront and empower black, indigenous and other people of color, BIPOC in Port operations and opportunities through equitable policies and practices. Our goal remains the same.

We have updated our strategies. I'm going to start with our internal actions. We have three key objectives here. The first is an environment of inclusion and belonging. This has been a major focus of our DEI work. And it has proven very important.

I did not clearly see that our work culture was unwelcoming for many. And it had been designed by and for those who are dominant and in a power position. And white culture has been deeply ingrained. We are working to change our culture.

We will continue this important work. We will cultivate a work environment that celebrates diversity of staff and their contributions to the organization. We will create and review policies and practices to promote inclusion of BIPOC, women, people with disabilities, LGBTQIA+ and other historically disadvantaged groups.

We will provide racial-equity and gender-bias training for all Port staff. We can only be stronger as an organization if we are, in fact, a diverse organization. This is our second objective. To do this, we need to establish racially diverse and inclusive leadership at the Port.

And here is how we will achieve this objective. We will implement and refine our mentorship program to support BIPOC staff and others that are underrepresented in leadership. Port leaders will participate in this mentorship program.

Additionally, we will evaluate staff demographics and improve diversity through hiring and retention. The data is very important here. We want the demographics of the organization overall to be proximately reflected at all levels in our organization: leadership, management, technical, crafts throughout the organization.

Leadership accountability is key. We need to continue to evaluate the data and set goals for ourselves. I am focused on succession planning in our leadership, deputy director and assistant deputy director ranks.

Our third objective is equitable recruitment, hiring and retention. Historically, all of these activities have been blind to race and diversity. We are improving our processes to achieve a diverse workforce.

Here, we are going to advance diversity strategies for hiring at all levels, focusing on underrepresented groups including Latinx people. We will leverage city programs to hire at least 10 interns every year from historically under-resourced neighborhoods.

We are underway with hiring of our Port's ombudsman. This is a position and service we've never had before. And this person will support our staff on training, promotional opportunities and career advancement.

And we will ensure all managers receive city training to improve their ability to supervise and mentor staff. This summarizes our internal strategy. And I want to take a moment to thank Port staff who have deeply engaged in this work.

They've expressed their concerns, uplifted their voices and worked closely with leadership to set our course to an antiracist organization. This journey will not be concluded today or next year. This is a long journey. And our staff has set the course on us taking it.

We are not just focused on internal actions. We will remain laser focused on creating an equitable waterfront for all. Here, we have three key objectives. First is connect resilient communities to waterfront open space by increasing activation in Port parks and open space for historically underrepresented communities.

To do this work, we will create more partnerships with BIPOC-community-serving organizations. We have seen success here through our Pasha partner with the sailing program for low-income youth.

We are also committed to improving our open spaces and parks. And we are seeking city, state and federal funding to do so. Second to our external actions is leasing. We have over 500 tenants, and our impact can be great through our leasing relationships.

We're going to ensure equal access to opportunities particularly for BIPOC-owned and local business enterprises. And Toni can provide more detail on the actions. And third, we will continue to ensure economic opportunities are shared with all communities through our contracting.

Our strategy here is to engage and, through more and more creative means and partnerships, to assist, to provide technical assistance and to outreach with education with the goal of 10 new BIPOC firms in the city's LBE program.

I'm happy to report that Port actions have resulted in many new businesses joining the program. And we will continue to exceed the mayor's goal of 40 percent contracts awarded to LBE firms. This effort requires deep collaboration, thought and intentional efforts by us all.

We stand ready to ensure this work is at the forefront of organizational strategy to meet our mission. Our equity strategy aligns with the race-equity-action-plan actions and the DEI program.

I'm really inspired by the work staff is doing to advance our goals. And I hope you will be too. As for next steps, I'll be back before you soon with a strategic plan update to the resilience goal. In July, we'll publish our updated language on the three sections that we've worked on: economic recovery, equity today and then resilience.

I want to thank you. And now, I want to turn it over to Toni Autry, our equity manager. She's going to go through the details of success we've had in 2021, what we're planning for 2022 and how our efforts align with the strategic plan. Toni?

Toni Autry: Thank you, Elaine. Good afternoon, President Adams, Vice President Woo Ho, commissioners and members of the public. It is nice to be here in person with you today. My name is Toni Autry, the diversity, equity and opportunity manager. And I will be presenting an update on our diversity, equity and inclusion program.

So our agenda for today will cover where the focus of our hard work has been since the creation of our departmental racial equity action plan in December of 2020 which is now in the process of being implemented.

I'll provide you with an overview of 2021 and 2022 goals and how we selected the actions that we will implement for this year. To start, I'd like to provide a high-level overview of our 2021 REAP goals.

Last year, we examined our REAP goals and categorized actions as short, mid and long-term goals. Our game plan was to tackle short-term goals focused on organizational culture of inclusion and belonging.

We selected the most actions to implement from this section. We found these actions to be innovative and to yield long-lasting positive impacts for the Port by addressing inequities experienced by employees of color.

Other short-term actions focused on leadership development, opportunities for disadvantaged communities, small business loan and grant opportunities and contract opportunities. Of the total 136 actions, we selected 30 REAP actions as goals to be completed by December 31, 2021.

In our first year of implementation, we made notable key accomplishments. Our HR developed a mentorship program for which we are piloting this year. We have also continued our investment into funding a youth employment program that we hope will increase the racial diversity of our applicant pool of those seeking careers in professional services and construction trades for Port projects.

We've developed a diversity calendar at the start of 2021 which included programming starting with Black History Month and continued with cultural month designations throughout the year. We initially were sending our communications to all staff simply via email.

But we've since moved our communications to a platform that can track email analytics and have seen a significant increase in the engagement and participation of Port staff in such events like just keeping it real and Port chat.

Additionally, we have successfully applied a racial-equity lens to key policies such as the COVID vaccine mandate and return to office. Senior leadership has completed 10 four-hour sessions of racial-equity training. And equity champions completed three four-hour sessions. We have provided financial assistance for LBEs through COVID-19 pandemic relief, LBE loans.

And as you know, our Port Commission is fully engaged with supporting and guiding our equity efforts. Commissioners Kimberly Brandon and Gail Gilman have formed an equity working group to provide guidance and receive detailed and more frequent updates on our progress of REAP implementation.

Our Port Commission also adopted the Ramaytush Ohlone land acknowledgment which is now read at the beginning of each Port Commission meeting. The recognition of the land acknowledgment is a small yet significant step towards combatting native invisibility.

Last but certainly not least, we have established a relationship with the ORE. That has led to the creation of an enterprise and infrastructure cohort that is made up of other city enterprise departments who meet monthly to share best practices, brainstorm ideas and provide a safe space for racial-equity leaders to share both the highlights and challenges of this equity work.

I would be remiss if I didn't mention a critical component to our internal DEI program infrastructure which has been the creation of the racial equity change team and revised role for our racial equity advisory council. Together, these two groups serve as the Port's equity champions.

Of the 30 actions we completed, 20 are completed -- of the 30 actions, we completed 20. And 10 are still in progress. So this pie chart reflects that. So I'll now provide an overview of our 2022 REAP goals.

The approach we took differed from last year. This time, we had an improved process that involved both the deputy directors and equity champions of each division early on and throughout every phase of our process.

Our methodology for selecting and prioritizing REAP actions to implement for 2022 was highly collaborative and transparent. We had robust discussions and different perspectives to consider before building consensus and collectively deciding whether to recommend certain REAP actions over others.

Our approach provided a way for staff from every level of the organization to have equal and direct access to decision making. The series of engagements aim to support building a strong collaborative culture within our organization that spans across divisions, challenges top-down decision making as the only method and helps to break down silos.

Our approach incorporated feedback from the ORE REAP evaluation which recommended that we need to commit to shifting internal decision-making structures to repair trust and empower BIPOC employees.

The success of reaching each milestone relied heavily on teamwork, communication and a shared vision. As a result of this collaborative approach and process, there is a greater degree of familiarity and engagement with our racial equity action plan and a sense of connectivity to the racial equity work among staff.

Our 2022 REAP selection process entailed three phases. Our first phase was with our deputy directors and equity champions by division. There, they produced a list of goals, five to eight racial equity action plan goals, that they felt were feasible that they could -- that were fully resourced and could be implemented by the end of this year.

The next phase involved volunteers from phase one. So we established a working group that consisted both of deputy directors and equity champions. There, they took the list of proposed goals from each division and ran them through a criteria which I will outline for you on the next slide.

They went through the criteria and then selected 15 to 25 REAP goals to recommend. And then, that was presented to our Port director and assistant Port director to finalize our recommended actions.

So here is the criteria that we applied. Another recommendation from the ORE was to gather robust and meaningful qualitative data from employees. So we used key themes from our internal listening tour that was done in 2020 as a measure of whether an action was supporting an identified area of improvement for the Port.

Other factors that influenced this year's goals included feasibility and available resources, whether it addressed racial disparities and if it aligned with the equity section of the Port's strategic plan. Our collaborative REAP process -- selection process resulted in finalizing 23 actions to implement as our 2022 REAP goals.

In addition to the 23 actions, there are those 10 carryover actions for 2021 that are still in progress and one action we found that was not assigned last year, but there was significant progress made. We rolled that one into the batch as well.

There are a total of 34 actions to be implemented by December 31, 2022. We have increased our external focus. As you see, 14 actions are from contracts, leasing, parks and open space. We recognize the importance of the communities we serve and have prioritized our efforts to connect resilient communities to waterfront open space and ensure equal access to opportunities.

The remaining nine actions are internal and are positioned to address employee-identified areas of improvement where equity issues were identified. Our focus is to have fair and equitable standards related to discipline, expanded diversity of our applicant pool for recruitment and retain talent by removing barriers to promotion and training opportunities.

Informed by employee feedback, we will also focus on actions aimed to increase the accountability of our commission. So this slide reflects our HR-focused actions that we selected to implement for this year.

You will see that three of the actions are from the discipline-and-separation section. This year, we will pay special attention to uncovering and tracking any biases against BIPOC employees and ensure that discipline is equitable for violations of similar policies across the board.

Here are some additional actions that we've selected. These are external facing. And these actions were inherited from the EIP work, economic impact policy work. And it aims to improve and increase opportunities for resilient communities.

And here are the remainder of the actions we selected for 2022. A key focus area for the Port is not only to uphold equity as a pillar of its own organization but also to advance equity through its partnerships such as establishing criteria for development community benefit agreements that encourages the use of BIPOC tenants, subtenants or suppliers.

Overall, with our first year of implementation completed, we are pleased with our progress and collaboration among staff. We are building upon the momentum. And it is our intention to take the lessons learned and feedback from our stakeholders to improve our DEI program and make strides towards our departmental transformation into a more diverse and equitable organization.

This concludes the end of my informational presentation. And I can take any questions you may have.

Director Forbes: All right. Thank you, Toni. If there are no questions, I'll move to the next section of my report. This --

President Adams: Commissioner Burton, you have -- go ahead.

Commissioner Burton: I wish I could read my own writing. I'll have to come back to it. But there's a phrase that's been used over and over by yourself, by the director. And for the life of me, [laughs] I can't -- looks like DISI -- discipline. It'll come to me. But it's a phrase that's been used over and over.

And I know what it means. But I don't know what it means as we're addressing it. But I want to compliment you and the director for having a very aggressive way of righting past wrongs. Myself, over years when I was in the state legislature, I was in charge of hiring.

And the thing I was proudest of -- young people, primarily women and women of color, that started off as messengers ended up working their way into like staff directors and chiefs of staff and policy makers.

So I just think it's so important to reach people "at the bottom" and just help bring them up because that helps other people say, "If she could do it, I can get up there too." So I commend you and, again, wish I could read my own writing. [laughter]

Toni Autry: Thank you, Commissioner Burton.

Commissioner Burton: I should have took penmanship. [laughter]

Commissioner Brandon: I just want to thank Elaine and Toni for both of those reports. I think it's very important that --

Commissioner Burton: Do you --

Commissioner Brandon: -- we update the strategic plan to include equity. So thank you so much for that. And the racial equity action plan update was great and just want to thank the entire team for being so committed to implementing so

many of these goals in a year and look forward to seeing the result of the implementation and what comes out of it. So thank you, Toni.

Toni Autry: Thank you, Commissioner Brandon.

Commissioner Gilman: Toni as well, I just wanted to thank you for a wonderful report. So much progress has been made. I think we should all be really proud and particularly celebrating our equity champions throughout the department. So I wanted to say that.

The only comment -- I have two comments just sort of out into the ethos for maybe the committee or when we meet as a working group again to think about. I was thinking a lot about last month's -- or last session at the end of May.

So I would hope we could figure out a way that, when we do intradepartmental either MOUs or agreements with other city departments, that we could, as part of our preamble or sort of stock language we put into those agreements, we could have something about our values for equity and that we have an expectation that those organizations are going to embrace our equity values.

I know every department is unique and different. But [I think in particularly] of what was brought up around Yosemite Creek and that southeast sector of the waterfront, I think that could be helpful when we work with SFMTA or the PUC or just other departments so just something to think about as a possibility.

And then, again, just really wanted to say I really appreciate always the contracting opportunities but particularly around bringing resiliency back to our parks and open spaces to ensure that communities of color in San Francisco have access to the amenities of the waterfront and how we look at our leasing to have our leasing reflect the diversity of San Francisco. So thank you very much.

Toni Autry: Thank you, Commissioner Gilman.

Vice President Woo Ho: Thank you, Toni and Elaine, for this great report. I think it's great to see how we've infused this. I guess I'm just going to make an observation rather than to comment on specific actions -- because I think the commissioners have already mentioned that -- is my observation is that, as you take each step, it's getting more integrated.

And that's number one is a great step forward in terms of within the Port itself. And secondly, I guess all of these actions do build a strong culture. And culture is not built in one day. Culture takes a lot of time. And it takes consistency, constancy, persistence to build a culture.

And I just want to say that I think the Port's really led this. And I don't know about the other departments in the city. But it strikes me that I think that we're a leader in this effort because it takes every little bit all the time to reflect all of this.

And it's little actions that add up. And people begin to change their mindset. And then, it becomes sort of organic like breathing in and breathing out. And that's what you want ultimately is to have it be organic.

But it does take conscious effort to get there. And I think that's what you're doing. So I commend you all for making those steps and taking those actions. And eventually, it just will be part of how you function every day. And you won't have to constantly have to talk about it as much.

But it will just be the way you act. And that's really -- that will be the success is to get there. And I commend you for the journey that you're on.

Toni Autry: Thank you, Vice President Woo Ho.

President Adams: Thanks, Toni and Elaine. You know, something like this never appears in the box scores. It's a grind. You've just been grinding day in and day out. And I really appreciate the effort. This is hard. Right.

But you're making a difference. And I think the commission -- we see it. I can see it. I think it just speaks to the principles and the consciousness of the Port and where they're trying to get. And I believe still this is the best commission in the city, the best agency here.

And I think others will have to take notice because I think we'll continue to be that beacon of light. But they always say being the best isn't easy. You've got to work harder than anybody else. So I appreciate the hard work. To me, I can clearly see the efforts. So -- gratitude. Thank you.

Toni Autry: Thank you.

Commissioner Burton: Mr. Chairman?

President Adams: Yes, sir.

Commissioner Burton: Would it be proper or whatever it is that we share our program or what we're doing with other city agencies so that the mayor or somebody -- hey, if they're doing this over there, why can't we do it at the airport or wherever the other agency is?

And I just think it would be good because I think other commissions -- shoot, I never thought of that. Yeah. We could do that too. So this could be, as the

chairman said, like a real beacon for the entire city's infrastructure to right the wrongs, so to speak.

Director Forbes: We very much appreciate that comment. Toni is working with the other agencies. There's a new office that the city has established, the Office of Racial Equity. And it is bringing departments together to kind of share best practices.

And we're in an infrastructure cohort. So that's working for us. But we will continue to share best practices. We think we are a leader in this. We've learned from the Office of Racial Equity that we have a ways to go. We know we have a ways to go.

So we appreciate their feedback. But we will definitely share. And for Commissioner Burton, I think the acronym we keep using is BIPOC. And that might be the one that you wrote down?

Commissioner Burton: No.

Director Forbes: No.

Commissioner Burton: No. I was -- show my stupidity. I was wondering what the acronym was for. But the other was like indispensable. But it'll come to me --

Director Forbes: Okay.

Commissioner Burton: -- in the sleep like -- [laughter]

Director Forbes: Very good. Thank you again, Toni. Excellent job. Okay. And that leads me to the final part of my executive director report which is a commendation for Commissioner Doreen Woo Ho. As I announced last week, today is Vice President Woo Ho's last meeting as a Port commissioner.

She has asked not to be reappointed for another term after serving for 11 years. In that time, Commissioner Woo Ho has helped guide the Port through many projects and initiatives and has always served with wisdom and integrity, encouraging Port staff to do our very best.

We owe a great deal of our success to her especially during this period of economic recovery. Commissioner Woo Ho's vision and expertise has served the Port and the city so well. Commissioner Woo Ho is a strategic thinker and challenged the Port to think more strategically too.

In fact, it was her suggestion that we create a five-year strategic plan which is now guiding our organization. She also challenged us to think beyond our

transactions, one after the other, and to look at the bigger picture as an organization and present context.

I will miss Commissioner Woo Ho very much. And I'm so thankful for her contributions to the Port and for her kindness to me. Now, I have the honor of reading a proclamation from Mayor Breed. I will present it to you after commissioner and public comments.

"Whereas the City and County of San Francisco traditionally recognizes individuals who have made significant and remarkable contributions to the vitality of our city, the dedicated work of Doreen Woo Ho truly represents San Francisco values at their best.

"And whereas Doreen Woo Ho was appointed by Mayor Edwin Lee to the San Francisco Port Commission and was approved unanimously in 2011, during her 11 years of service on the Port Commission, she served as president for two terms and vice president for one.

"Whereas during her tenure, Doreen led with undaunting integrity to make smart investments to improve and manage the stewardship of our beautiful waterfront. Most recently, she helped guide the Port efforts to navigate the economic storm of the COVID-19 pandemic.

"And whereas, together with her fellow commissioners, Doreen provided strategic direction and helped build communities like 88 Broadway with permanently affordable units for families and seniors. Soon, Mission Rock will be home for 1,200 individuals and families. And Pier 70 will be home for over 1,000 residents.

"And whereas in 2018, Doreen was instrumental in passing Proposition A with an overwhelming support of San Francisco voters to make a vital down payment to address seismic and flood risks along our waterfront.

"And whereas beyond her work on the Port Commission, Doreen is a retired seasoned executive with over 35 years of commercial and customer banking experience. Her former roles include president, chief executive officer and director of United Commercial Bank, former executive vice president of enterprise marketing, student loans and corporate trust and president of the consumer credit group at Wells Fargo and senior vice president at Citibank.

"And whereas with passion and dedication, Doreen also gave back to the community by serving on the board of the San Francisco Opera and as a member of the diversity and inclusion and director and officers committee and as the community council co-chair for the highly successful world premiere of the "Dream of the Red Chamber" opera in 2016.

"And whereas Doreen is widely considered by her colleagues as a cherished friend known for her collegiality and the Port Commission staff as a respected mentor. Her expertise and guidance will impact the health and wellbeing of the waterfront for generations to come.

"And whereas Doreen Woo Ho is looking forward to spending more time with her family in her retirement, especially her beloved husband James. Now, therefore be it resolved that I, Mayor London Breed --" not I [laughter] -- "mayor of the City and County of San Francisco, do hereby proclaim May 10, 2022 as Doreen Woo Ho Day in San Francisco." [applause]

Vice President Woo Ho: Thank you. Thank you.

Director Forbes: Turn it over to you.

Vice President Woo Ho: Thank you.

President Adams: Okay. Now, we will take public comment including from staff. Is there any public comment in the room? Please hit the mic, Jack. Anyone else? Go up right after Jack.

Public Comment on the Executive Director's Report:

Jack Bair: Good afternoon, President Adams, Vice President Woo Ho and members of the Port Commission. My name is Jack Bair. And I'm here representing the San Francisco Giants and all of us who work on the Mission Rock project.

We wanted to express our appreciation and gratitude to Commissioner Woo Ho for her service to the Port Commission and all the dedication and time that she spent on our projects and all the other projects in front of the Port.

Serving on a powerhouse commission like the Port Commission or the planning commission or rec park commission is quite a job. It takes a lot of dedication, time and energy. The commission meetings themselves are just the tip of the iceberg.

A lot of work is done outside of the meeting itself, you know, behind the scenes reading, preparing, meeting with staff, fielding calls from tenants and the public. As one of the tenants of the Port, I have on occasion spoke to all of the commissioners and certainly spoke to Commissioner Woo Ho.

And I really appreciate your diligence and willingness to spend time with me. I thought I would give one story. We were in a very tricky moment before the Mission Rock election where there was a potential challenging ballot measure that was going to be placed.

And we had plans for 30 percent affordable housing for Mission Rock. And there was a late-night meeting that went till 3:30 in the morning with Jane Kim and Art Agnos, John Burton, Mike Casey, John Avalos and many other stakeholders.

And we worked out a deal where we'd increase the affordability rate to 40 percent. And we increased the [MI] levels as well to balance that. But the very next day, I had to pick up the phone and call the Port because the Port was not represented in that meeting.

And I called Commissioner Woo Ho and explained the situation to her. And I appreciate the interactions that we had and the wisdom that you have shown on a very complicated, detailed, intricate deal like the Mission Rock project.

I really appreciate all of that effort and I'm sure all the effort on all the other projects and all the other work before the Port. As a token of our appreciation and within all the ethics rules [laughter], I have a plaque that's personalized for you showing Mission Rock. [applause]

Vice President Woo Ho: Thank you. Thank you so much. Appreciate it. Thank you. Thank you.

President Adams: Can somebody take a picture of Jack and Doreen -- giving her, please?

President Adams: Thank you.

Vice President Woo Ho: Thank you, Jack.

President Adams: Diane? We see you behind that mask.

Diane Oshima: Good afternoon, President Adams and Vice President Woo Ho, for the last day I guess, and commission members. I'm Diane Oshima. You might remember me. I retired about a year ago. And it's so great to see you. I was hiding in the wings.

But I had to come today to express my thanks to Commissioner Woo Ho for your deep devotion to this public waterfront. It serves so many diverse uses and public benefits. The dedication was really apropos in terms of looking at and appreciating your financial and your banking expertise and bringing that to a public waterfront to create innovations that really get the most impact for all the investments that are made.

I've always been so impressed by your work ethic. It's inspiring. You know, you dedicate so much personal time to take the deep dives into all of the details. And yet, you can come back to the surface and educate us all about the strategic

policy choices, issues and options and educate the staff and the public in the process.

It's really helped all of us to understand how to steward the waterfront better together and understand the complexities that are particular to an urban waterfront where there are so many interests that are all kind of collected together in such a small space.

So for your promotion of being a steward of the waterfront, you're also a promoter of the solutions and the partnerships to make it continue to evolve and create new opportunities for everyone. I'm also personally very grateful for your leadership and all the support that you made on the waterfront plan update process.

In particular, you pushed the staff to maximize the number of public members that were participating on that waterfront plan working group and all those advisory teams. And I'll never forget the way that you described that public process by creating 1,000 flowers, one thousand flowers of public values and ideas that are all now captured in the updated policies of the waterfront plan.

But your legacy really extends beyond all those public values because you've strengthened the focus and the effectiveness through the Port's strategic plan. So it's perfect that there was this strategic plan update to really highlight how you've brought all the threads together.

You've really been instrumental in bringing the Port Commission and the staff closer together and in harmony on what we should be focused and carrying out in our work along the waterfront.

And that strategic plan that you helped us create is really -- it really is the blueprint that also aligns the public values from the waterfront plan with the priorities and financial realities of the capital plan and the capital budget and then, again, with the REAP report today, highlighting how it is that we're also going to make this a more inclusive and antiracist organization so that we provide benefits for all really.

So by my assessment, that's about another 1,000 flowers. [laughter] I can't thank you enough for your dedication to the Port. And I wish you the very, very best in your retirement and with your family. So thank you.

Vice President Woo Ho: Thank you.

President Adams: Thank you, Diane. Is there anyone else in the room for public comment? Come on, Mike.

Assistant Director Martin: Good afternoon, commissioners. I wasn't sure I was going to say something today. But I kind of had to. [laughter] I am so respectful of all the time and effort and energy you all put in in support of San Francisco and making it a better city.

And you know, we come here to work and come to these commission meetings and sort of work hard to sort of figure out where we can meet you in the middle and where we want to go. And I've always been appreciative of Commissioner Woo Ho's ability to challenge us but at the same time to also offer her expertise and wisdom as you heard all of the experience in the proclamation.

In particular, the thing that sticks out in my mind is, as we entered the pandemic and we wondered, "What are we going to do with all these tenants whose businesses are shut down? And what are we going to do? And how are we going to understand what are all these relief programs that they're going to be able to take advantage of and how that'll affect the Port?"

And I had a number of conversations with Commissioner Woo Ho where she really laid out her understanding of the banking industry and how it would sort of rise to that challenge and how the Port could meet it and sort of serve our tenants the best. And I'll really appreciate that.

But I would say the first time I met Commissioner Woo Ho was five years before I worked at the Port. I was working at the Office of Economic and Workforce Development on the America's Cup. And after we did a presentation at the Port Commission, the next day Commissioner Woo Ho reached out and said, "Let's get together."

And we sat down. And at the time, I did not know what to expect. But she did a great job of explaining to me, someone who didn't quite know what the America's Cup was meant to be, how the challenge of bringing tourism, which was really the economic challenge or the economic promise of America's Cup, was really going to work especially with Asian tourism.

And I've always appreciated that because it wasn't something in conjunction with the hearing. It wasn't something that really was sort of meant to change the event. It was her offering her expertise to someone who really needed it.

And so I'll always appreciate that. It's a sad day for us to lose you. But I'm very excited to celebrate all of the things you've done for us. So thank you very much, Commissioner Woo Ho.

Vice President Woo Ho: Thank you.

President Adams: Thanks, Mike. Is there anyone else that's going to -- Katie.

Katie Petrucione: Good afternoon, commissioners. I'm Katie Petrucione. I'm the Port's CFO. And I am here to express the deep thanks and appreciation from the Port's finance staff for Commissioner Doreen Woo Ho. We have been so appreciative of your focus on the Port enterprise.

You evaluate. You probe. You ask questions. And you have given us direction on such a wide variety of issues, our budget, on revenue bond issuance, on the Port's balance sheet. We've seen your experience as a banker and your laser focus on the need for the Port not just to function as a city agency but as a business.

And that has been a tremendous asset to the Port during your tenure. So I just wanted to thank you for your time and the attention that you've given to the work that's necessary to maintain the Port's bottom line.

I am going to miss your incisive questions, your analytical approach, your strategic and thoughtful guidance. And I just wanted to say best wishes. And I don't know that we will ever have another commissioner who is so intent on making sure that this enterprise flourishes. So thank you very much for that.

Vice President Woo Ho: Thank you.

President Adams: Thanks, Katie. Anyone else? Anyone else that wants to say anything? Okay. Say it one more time.

Commissioners' Discussion on the Executive Director's Report:

Commissioner Gilman: Thank you, Elaine, for that report. I have no questions. To Commissioner Woo Ho, I want to thank you for the four years that I've had the honor to serve with you. You were welcoming when I first joined. And I remember our lunch across the street at Embarcadero Center.

And you really helped me understand the financial and business of the Port. And your [acumen] for that has rubbed off on me over the last four years. So I really want to -- as someone who came from the not-for-profit sector where we measure our bottom line by social impact and by not having a deficit, the opportunity to earn profit or do what is advantageous for the Port from an enterprise [support], I mean you really helped me understand that and walked me through it.

And I also appreciated that we shared a love for water transport. And I am promising you that I will continue that passion on this commission for water transportation. So I want to thank you for your leadership and for your service. And I wish you and your family nothing but the best in your retirement. I appreciate you as a colleague. So thank you.

Vice President Woo Ho: Thank you.

President Adams: Commissioner Brandon?

Commissioner Brandon: Elaine, thank you for your report again. And Toni, thank you for the REAP update. Commissioner Woo Ho, I am really going to miss you. I think I have served the longest with Doreen. And she has really become a friend. And I really respect her and appreciate her in so many ways.

I'm really going to miss her finance and real estate expertise and all that she has given to this Port and the waterfront. And she is just leaving such a legacy. And she does it with passion, dedication and so much wisdom.

She is my friend. So I know we're going to see each other after you leave in your retirement. But I'm really going to miss serving with you. You have just done such a phenomenal job. So I really appreciate and respect you.

Vice President Woo Ho: Thank you.

President Adams: Commissioner Burton?

Commissioner Burton: Well, I'm going to miss her. She was my seatmate for a very short time. [laughter] There's always a special relationship with your seatmate. But she's done great things for the city before she even was appointed to the Port Commission.

And I told her that's a bunch of BS about her retiring. She wouldn't know how to do it. [laughter] She'll keep contributing. I can say thank you for letting me move up a notch now on the commission. [laughter]

President Adams: Toni and Director Forbes, thank you for your report. Man, this is going to be tough for me. But hopefully, somewhere along the line, you guys can find a little laughter in what I'm going to say. It was 2012 when I came on the commission.

And Doreen was the president. And Monique Moyer was here. And man, that was something else. Doreen was president. And Doreen was tough. Right. And even me in the beginning, when me and Doreen -- when I came on this commission, me and Doreen, we were like oil and water. We clashed. Right.

And that was a good thing because Doreen was a process person. She was smart. And I know President Brandon will remember this first meeting. It was the America's Cup. And Doreen said something -- please, everybody, get the humor.

Doreen said -- and they had some kind of valet parking. Doreen said, "Do they have valet parking for the rich?" And I was like, "What did she just say?"

[laughter] And I'm new on the commission. Right. So I'm sitting down on the end thinking I ain't going to say anything.

But that was just how Doreen was. And Doreen's always been a very ethical person, put her heart forth. And one thing you didn't mention about Doreen that a lot of people don't know -- I've done a lot of research on Doreen -- she was the correspondent in Cambodia.

Doreen is a renaissance woman. She's a very, very studious woman. She has a lot of interests and hobbies, smart as a whip, very versatile and just a really, really good person. And Doreen and I have really become very good friends. I have the utmost respect.

And the reason I'm a better commissioner is because of her. And I can really say -- I know we both had a dark day, me and Doreen, when Mayor Lee passed away because Doreen was very close to Mayor Lee and Rose Pak.

And Doreen and I both cried that day. It was a loss for our city and just the type of guy that Ed Lee was and her relationship with Rose Pak. Doreen -- she has relationships for a lifetime. So I just want to say, Doreen, thank you for all that you've done.

You're caring. You're strong. And you always put the Port first. And you always ask the hard questions. And you always said to me, Willie, have those painful discussions. And get to the bottom of stuff. And Doreen was never afraid to take political pressure.

That never bothered Doreen -- said, I don't care about politics. Doreen said, we have to do what's right because we're stewards of this city. So I've always respected that about Doreen. She's very, very strong. And when she gets on -- and she has a heart of gold.

It took us a while to know each other. But we're friends. And I consider her a sister. And I'd do anything for Doreen.

Vice President Woo Ho: Thank you.

President Adams: Thank you. Yeah. I've got one other thing to say.

Vice President Woo Ho: I get to say something.

President Adams: Okay. [laughter] No. I had something to present to you.

Vice President Woo Ho: Okay.

President Adams: Go ahead, Doreen. Go ahead. You go first. Okay.

Vice President Woo Ho: Okay. All right. Well, I am going to spend a few minutes if you don't mind. After 11 years, it's time to kind of say a few words. So thank you, Elaine, and to all of you for the wonderful and gracious comments. Carl, can you please remember to send me a copy of the minutes, so I can keep a proper remembrance of everything that's been said?

And as they say, parting is such sweet sorrow. That truly is how I feel today as my last day as a San Francisco Port commissioner after 11 memorable years. So I'd like to say a few words about those years, what they've meant to me and my family.

So neither my father or husband are here today unfortunately. But I want to thank them and say how privileged I feel to follow their footsteps into public service. My father was a diplomat, an ambassador in civic service for the Republic of China Taiwan.

My husband James Ho, as many of you may know, was deputy mayor under Mayor Art Agnos. The Port, interestingly, as an entrepreneur agency, was in his portfolio because he was responsible for business and the arts. So it was familiar territory.

So we truly have bookended our public-service careers with the Port as he began and I ended here today. Both my father and husband have inspired me to take on public service, as did Mayor Ed Lee, who first appointed me, as Willie said, to this commission.

The Port was a high priority for Ed Lee. And a lot of his vision for the Port has been accomplished. But there's more to be done. I also need to thank Mayor Willie Brown for supporting my appointment to the commission.

And I also want to recognize Mayor London Breed for her continuous support for me and the Port. And I thank her today for that wonderful commendation and all the research that went into it. Thank you so much.

Serving on this commission after a long career in the corporate world as well as the nonprofit sector makes me feel that I have completed a full-circle engagement in business, arts and education, government, community and society in general.

It's a path that I will always encourage others to follow, especially younger people, to give back and to pay forward. Being on the Port Commission has been a true, sometimes wild adventure of the best kind. Our agendas are always full but never boring.

I feel I have lived the ups and downs of the City of San Francisco vicariously through the Port in the last decade. There have been many triumphs and moments of pride, the America's Cup, as Mike mentioned, the Giants winning the World Series at Oracle Park, the opening of the Exploratorium, opening of the cruise ship terminal and breaking ground for two brand-new neighborhoods at Pier 70 and Mission Rock to name a few.

And we have been linked and essential to the community too to [solve and] protect our vulnerable with the Navigation Center, affordable housing at 88 Broadway and to promote youth from many of our internships and training programs.

And of course, we were a significant contributor to executing all the city's tremendous response to the pandemic starting by lending our ED, Elaine Forbes, full time to the city and many of our staff time.

Our real estate portfolio reflects both the rise and fall of restaurants, retail, maritime and tech industries. We've enjoyed their success but also felt their pain. Some of the site visits that stand out in my memory -- well, this one will be interesting -- are the goats as the live lawnmowers for San Francisco rail, touring the Princess cruise ships and Port, visiting Uber and JUUL -- a name we don't talk about anymore -- onsite at Orton Development's rehabilitation of historic buildings, the shipyards and Crane Cove Park and sailing on the bay during America's Cup and so many more.

We have dealt with top-of-mind infrastructure, making the Embarcadero safe for all modes of transportation and people. Taking over the South Beach Marina -- that was the longest public comment I've ever heard about the rates -- creating more enjoyable open space with our parks such as Crane Cove and Heron's Head Parks and one of my favorites, as Commissioner Gilman mentioned, increased water transportation with new ferry landings and water taxis.

We are the anchor for some of San Francisco's best traditions like Fleet Week and the opening every year of the crab and fishing season. We are the vanguard of the city in regard to climate change, seismic risk and sea-level rise.

And even our little EcoCenter reflects our commitment and values to increase the importance of ESG in our daily lives. We've also, as you heard today, been a leader in the city for equity before it became ingrained in everybody's mind.

Our LBE outreach, commitment and results, thanks to Commissioner Brandon, are high-water marks compared to other departments. I would be remiss not to mention that, during my time, we recast the Port's strategic plan, updated one of our critical blueprints with the help of Diane Oshima, the waterfront land use plan will full community input and are in the midst still of developing our long-term resilience plan.

What I have just talked about is not even a complete list of the work of the last 11 years. But it's mindboggling just the same. Don't you agree? The variety of activity is vast and reflects our mission to be truly diverse while creating a vibrant, resilient, sustainable and equitable waterfront.

When you add up the scope, the content, the impact and contribution, there is no doubt that this is the best commission in the city, and it's fun too. We touch the lives of all citizens and visitors in so many different ways and facets.

That is what has been most meaningful to me and I think to my fellow commissioners. Until the pandemic, we were also on a path of financial self-sufficiency and strength with a strong balance sheet and healthy revenues, as Katie has mentioned, which was reflected in our excellent public bond ratings and our ability to actually issue bonds.

However, we were challenged by the pandemic but now have survived and endured its fallout, helped our tenants as much as we can and hopefully now are on a clear path to recovery. Well, how did this all happen?

The answer in my mind is simple: people, people with vision, passion, leadership and commitment. When I first joined, coming from the private sector, I was not sure what to expect about the staff and their capabilities in a public agency.

I was pleasantly surprised and quickly impressed by their professionalism, knowledge, leadership ability and overall skills but, most of all, by their dedication and commitment to the Port's mission and goals.

Port staff from the ED on down work hard and passionately not for their paycheck but for the good of the public and their belief in a vibrant, diverse and equitable waterfront. It's an unbeatable equation that yields strong results and significant accomplishments.

I also want to give a shout out to the Port's citizen advisory committees whom I have learned to appreciate and respect greatly over time. They are our eyes and ears in the community and enable us to have an interactive channel to communicate, discuss and provide important input on Port projects and initiatives.

I cannot name and do justice to all of the Port staff. So please excuse that I cannot commend everyone individually. I love and respect all of you and want to especially give a shout out to those who work behind the scenes but make the Port tick every single day.

A special mention too for all these years to our SFGov team who have supported us and made our commission meetings enjoyable as well as functional. Thank you for your service, all of you.

And as President Willie Adams likes to say, you are the ones that make the Port Commission the best commission in the city. Elaine Forbes, I have seen you step up and blossom as executive director. Your brilliant and steady leadership allows us commissioners to sleep well at night knowing that you are guiding us and your team on a positive and strategic path.

You articulate and have successfully infused the Port strategies in all of the Port's projects and initiatives. And as you know, the Port's strategic framework is near and dear to my heart to help determine priorities in funding.

You and your senior team, Mike, Rebecca, Katie, Andre, Randy, Rod, Brad, Michelle, Carl, Diane -- even though you're retired now -- Carol [laughter] and all the other respective team members too numerous to name have demonstrated leadership and executed superbly time and time again. You make us commissioners look good.

And fellow commissioners, you have been an absolutely pleasure to work with. We are diverse. Our professions, experiences and skills are not the same. But we naturally come together and make one plus one equal three.

Your compassion, President Adams, and values come through. Your passion and wisdom guides us well, and you don't ever hesitate to speak your conscience or push us to new heights.

Commissioner Brandon, you taught me so much in the first few years. One of my fondest memories is traveling with you for America's Cup to Newport, Rhode Island. We were not, as you recall, exactly in the majority in Newport, Rhode Island. [laughter]

But I got to know you and respect you. I have to commend you for your years of dedication to the Port and your eagle eye still today for detail, good sense and what's fair. You are the champion for LBEs. And you had the foresight to see how to apply equity before it became the fabric of everyday practice in the city.

Commissioner Gilman, you bring energy and heart to your role and a fresh perspective. Commissioner Burton, you truly are our granddaddy [laughter] as the founder and creator of the Port. Your clout still speaks volumes in San Francisco, Sacramento and D.C. We are truly lucky and blessed to have you to help us navigate to get the best funding.

In closing, the Port is a giant jigsaw puzzle of a vast sea and landscape with so many different parts. Many of the pieces have been filled in. But many still need to be placed. The Port will always be changing and evolving with the times.

There are the existing challenges and new ones on the horizon. But there are also many continuing opportunities. I retire with confidence that what will make the future bright is the people who care, work hard and lead with vision and values. That is our commission and the Port team. Best of luck to all of you. Thank you. [applause]

President Adams: Commissioner Woo Ho, your fellow commissioners and I wanted to present this photo to you in honor of your time on the Port Commission. We will miss you, and we will all go down with Director Forbes. And we'll take a photo. Come on, guys. Come on.

B. Election of Port Commission Vice President

President Adams: I call for nominations of Port Commission vice president.

ACTION: Commissioner Gilman nominated Commissioner Kimberly Brandon for vice president.

President Adams: A Kimberly and a -- I've got two for -- which one is it? The Kimberly or the John? Okay. [crosstalk] I know what you meant. Okay. Got to have it lighthearted. Okay. Nominations are open for Port Commission vice president. Nominations are open for commission vice president.

Hearing no other nominations, nominations are now closed.

No Public Comment on Election of Port Commission Vice President.

President Adams: Public comment is closed. We have a nomination of Kimberly Brandon for vice president. All in favor, say aye.

All Commissioners were in favor of the nomination of Kimberly Brandon as vice president.

Vice President Brandon: I just want to thank everyone, especially my fellow commissioners, for wanting me to have this position yet again. [laughter] I look forward to working with you and continuing everything that we have going on at the Port and supporting our chair and our executive director along with my fellow commissioners. I think we -- as everyone has said today, this is the best agency in the city. And I am just so happy to still be a part of it. Thank you.

10. CONSENT

- A. Request approval of a resolution to align Port Executive Director delegated authority to Administrative Code. (Resolution 22-24)
- B. Request approval to issue a Request for Qualifications for As-Needed Engineering and Related Services for four contracts each in an amount not to exceed \$4,000,000 with a term of five years and creation of a prequalified pool for a term of two years. (Resolution 22-25)
- C. Request approval of a resolution adopting findings under new State urgency legislation to allow certain members of this body to attend meetings remotely during the COVID-19 emergency; continuing to allow certain members to attend remotely for the next 30 days; and directing the Commission Affairs Manager to agendize a similar resolution at a Commission meeting within 30 days. (Resolution 22-26)

ACTION: Commissioner Gilman moved approval of the consent calendar. Commissioner Woo Ho seconded the motion.

No Public Comment on the Consent Calendar.

All Commissioners were in favor.

President Adams – Resolutions 22-24, 22-25 and 22-26 are passed unanimously.

11. PLANNING & ENVIRONMENT

- A. Request authorization to accept and expend a \$70,000 grant from the California Coastal Conservancy and a \$35,000 gift from The Archie Green Fund for Labor Culture and History for an Islais Creek Interpretive Program that proposes a series of exhibits on open spaces on the north and south shoreline of Islais Creek; and to seek authorization to award a contract to Macchiato design consultants to support the interpretive project. This project was determined to be Categorical Exempt from CEQA by the San Francisco Planning Department. (Resolution 22-27)

David Beaupre: Thank you, Carl, commissioners, President Adams, Vice President Brandon. I'm David Beaupre with planning and environment. I'm joined today by Mark Paez, the Port preservation planner, Noel Aquino, the project manager for this and Jeremy Regenbogen from Macchiato, the design consultant.

Here is a brief outline of the presentation I plan to give you starting with the background and the context. I'll talk a little bit about: the funding sources, both the existing and the new funding sources; an advisory committee or steering committee we established to help guide the development of the project; provide a

quick overview of the concepts developed to date; and then open it up for questions and answers and next steps.

So this project goes back quite a ways. It was initiated by an organization called the Copra Crane Labor Landmark Association and Friends of Islais Creek. In fact, when I first started with the Port, Diane gave me this project when she was trying to figure out something to do with me within my first couple of weeks at the Port.

So I've worked over a number of years with the various organizations to advance the project. It's also an outcome and a benefit of the Blue Greenway planning and an outcome of the waterfront plan.

To date, the funds we've received include a grant from the California Coastal Conservancy, some general obligation bond funding, Port revenues. And today, we're seeking approval to get an additional grant and gift.

It's a partnership with, again, the California Coastal Conservancy, also the Public Utilities Commission and SFMTA and an organization called the Copra Crane Labor Landmark Association. When we started the process, we retained Macchiatto, the design consultant, through a competitive LBE RFP process.

And Port staff formed an advisory commission of stakeholders to design the content of the program. Here is an overview of the funding. We originally started with a grant from the Coastal Conservancy. It included about \$366,000 to fund the interpretive program both development and implementation of it.

As we got into the planning of it, they were so thrilled with the program that they've come back to us and offered us an additional \$70,000 to complete out the program. The Archie Green Fund for Labor, Culture and History has offered a gift to the Port of \$35,000 to tell the story of labor, culture and history.

The Archie Green Fund was an outgrowth of the Copra Crane Labor Landmark Association. And then, I mentioned the parks general obligation bonding for \$154,000. So our total budget is \$625,281.

As I mentioned, we formed an advisory committee representing members of the neighborhood and stakeholders, some of whom are here today and will likely speak under public comment. They include: Oscar James, a Bayview resident and historian; Al Williams, a Bayview historian; Derek Green, the son of Archie Green, who was a member of the Copra Crane Labor Landmark Association and is the keeper of the Archie Green Fund for Labor and Culture and History.

We have: Harvey Schwartz from the ILWU and also a member of the CCLLA; Peter Linenthal, who is active with the Potrero Hill Archives and a historian; and Howard Wong, who represents the Port's Southern Advisory Committee.

When we started the process, we met with all of the members, did a site visit and had them review the scope. We've shared and developed the content with them. They've reviewed concepts and provided feedback.

They reviewed the revised concepts based on the comments and have provided additional feedback. And they'll ultimately review the final content that we're going to be installing.

So when we initiated this process, it's always best to come up with a mission statement to help guide the future work. I'm not going to read this. But it's something that we continue to reflect back upon and think about as we've been developing the program.

The thematic overview or outline for the program was to interpret labor history, culture, ecology and resilience for the communities around Islais Creek. So there are essentially three sites that we picked to do the interpretation. There's the northern shoreline of Islais Creek between Third Street and Indiana Street.

So the northern shoreline is kind of the first site. The second site is Islais Landing, also known as the Islais boat launch. And then, the third site is the Bayview Gateway. Each of these blue symbols talks about the themes that will be discussed at each of the sites.

Starting on the north, it's labor and culture -- and the culture and history of Islais Creek, slaughterhouse and meat packing, channelization and industrialization of the creek, the water treatment facilities that the PUC have along the creek and the role it plays, break-bulk cargo, longshore workers and the piers and then interpretation about the former Copra Crane through the Cargill Copra plant.

And then, on the southern portion, we're going to interpret resilient strategies that are addressing us today with sea-level rise and then natural history and ecology of the creek. And then, finally, in the Bayview Gateway, we have something called voices of Bayview. And I'll cover each of these briefly in a little bit more detail.

So at the Bayview Gateway, the idea is to tell the story of people who have a culture connection with Islais Creek. We've picked out 10 different individuals that we'll get the stories [of] and tell the stories of including the Ohlone, a scow schooner skipper, a Chinese fisher, a vaquero relating to the stockyards and Butchertown, the African-American longshore worker, a Copra Crane worker, a produce mart worker, skateboarders and a bus driver.

And the bus driver is kind of the modern-day worker that's down relating to the muni facility. And skateboarders -- a big skateboarding culture actually sparked out of the PUC promenade along Islais Creek.

So the next few images are just going to show how the stories can be told within these existing open spaces. There's existing armature along the PUC promenade that shows these bold white railings. This shows how we can take those bold white railings and convert some of them into pieces for interpretive elements.

And hidden within the screen are kind of hidden messages that'll appear through various times of the day and year. Those are the perforations on the bottom screen. So as the sun evolves through the site, the message for this one would be Bayview. And there are different messages throughout each of the interpretive panels.

And this shows how labor and culture and the different panels would be applied to this panel. Here is just a mockup of the type of imagery and the language and text that would be used associated with the storytelling.

The storytelling still needs to be worked out. And we're working with the stakeholders on that. Here is how it would look applied to those panels and images that are out there today. And then, this is how we're looking at reinterpreting the last element of the Copra Crane called the cyclone separator.

And we're working with MTA to see if we can position it and fabricate it to tell the story about the labor related to the Copra Crane and, again, just how the armature and signage would be mounted within the existing railings and armature of the site. This is all on the north side.

And then, moving to Islais Landing and the boat launch, this is where we're talking about telling the story of conservation and the important role that the creek has played over time and the natural history.

On a PUC outfall, the PUC has agreed to allow us to work with them to apply messaging about sea-level rise and real-life elevations. And we're working with the resilience team on how to talk about the creek and how sea-level rise will impact the creek and at what elevations.

And on the opposite side of that outfall -- well, this is actually looking a little bit closer about the sea-level-rise conditions and the scale. And then, on the opposite side, Macchiatto, our consultant, has been in consultation with the Ohlone representatives to talk about how to build a story and tell the Ohlone story and their important connection to the creek.

Islais is an Ohlone word for Islais cherry, a fruit that they harvested down around the creek. And the hidden message on this, "We are still here," kind of represents a message we've heard from the Ohlone that -- don't just tell stories about the past. They're still a part of the culture and are here today with us.

And then, lastly, this shows in Bayview Gateway how the armature would work to tell the different stories of, as an example, the vaquero or the Chinese fisher.

So if we get your approval today, our next steps are to complete the design for this in August of 2022, begin construction later this fall and have substantial completion about a year from now with final completion in September of 2023. And with that, myself, Mark or Noel or Jeremy are all available for any questions. Thank you.

ACTION: Commissioner Woo Ho moved approval of the item. Commissioner Gilman seconded the motion.

Public Comment on the Item 11A:

Oscar James: Thank you very much. My name is Oscar James. I'm a native resident of Bayview-Hunters Point, born and raised out there 76 years. One of the things I really want to express is my appreciation for Dave coming out and really working with the community, making sure we had our input into the whole development and not only him but the staff that he came out -- the staff that he came out with. I like the whole concept of the thing especially with the Ohlone Native Americans having their story told and also the artwork that presents them to the community because a lot of the people in our community do not know about them being the first persons in this area whose shoulders we stand on as a community.

I'd like to thank also them representing the labor unions, which is one of the most important things to us in our community, making sure that the labor and the unions are an important part of our history also and all of the things that represent this community.

I urge you, I beg you, I plead with you to pass this to make this a real success for our community. With that, I say thank you very much.

Harvey Schwartz: Yeah. Okay. President Adams, commissioners, interested parties, thank you for the opportunity to speak today. As noted already, my name is Harvey Schwartz. It still is. [laughter] I'm a labor historian with an interest in West Coast maritime and construction trades unions.

I only have a few minutes. I know you're all lucky because usually historians go on and on. So fortunately, I can't do that. For the past 26 years, I've been involved in a project to celebrate the diverse life, labor and culture at Islais Creek.

I submit that, on this project, the Port's representatives including Mark Paez, David Beaupre and others have run an extremely impressive and inclusive program in regard to community outreach and access.

Recently, I've been a member of the creek interpretive plan's working group. I'm extremely happy with the programs, the beautiful design and with the design team itself which has consistently solicited and seriously considered working group suggestions.

This design really is beautiful, I'll tell you. I don't have that in my notes. But I'm going to throw that in anyway. It's very impressive particularly for somebody like me who is oriented toward the printed word. I'm very impressed with the design.

I'm definitely looking forward to seeing the program's construction in the near future, as the saying goes, when metal goes into the ground.

I greatly appreciate the Port's commitment to this project. Just to mention one example, for years the Port's David Beaupre has always been there to help, to inform and to encourage members of the community who were interested in the Islais Creek project. In closing, I wish to strongly support the adoption of Resolution 22-27. Thank you very much for your consideration.

Commissioners' Discussion on Item 11A:

Commissioner Burton: I don't know if it's even relevant. Is there anything -- although I don't know if it went down to Islais Creek. But when I was a kid, a big deal was the State Belt Line that ran across the waterfront. Or that's not related to Islais Creek? It was the other part of -- but it's the thing that ran north -- no east -- wherever the hell it ran -- on the waterfront, the old State Belt Railroad.

David Beaupre: Yeah. So Commissioner Burton, the Belt Line ran more along the northern waterfront --

Commissioner Burton: Okay.

David Beaupre: -- along the Embarcadero. So there's not that connection here.

Commissioner Burton: I just want to show my sense of history. [laughter]
Thank you. Thank you, Mr. Chairman.

President Adams: You passed the test. All right. [laughs] Commissioner Woo Ho?

Commissioner Woo Ho: Yeah. I'm very supportive. I think it's a creative way. And I like the idea and the messages that you're sending with these displays. So I think it's very nice to see that reflect the heritage of what we're trying to represent in that area. So I'm very supportive. Thank you.

President Adams: Thank you. Commissioner Gilman?

Commissioner Gilman: David, thank you so much for your report and the work of your team. I am so enthusiastically excited about this and want to just put a little plug in for more storytelling and interpretiveness of the history of the waterfront for the whole stretch of over seven miles.

As someone who, in my own hometown here of San Francisco or other places I travel, always gravitate towards these kinds of historic or history things when I travel overseas or within country, I just think they're so important both for locals and tourists to understand the history.

And I'm just so excited about this. Just one thing I hope you'll take into account when we do the construction of this is to use the most resilient materials possible. We do, unfortunately, have other wayfinding and historical storytelling and interpretive markers along -- particularly along the northeast waterfront that are peeling or corroding or have sometimes have been graffitied.

So I just hope, however we construct this, that we make it impossible for environmental or human destruction because I just think it is so incredibly important and such a draw for our community. So I'm absolutely supportive of the item.

President Adams: Vice President Brandon?

Vice President Brandon: David, thank you so much for this report. I am totally in favor of this project. Thank everyone who was involved in bringing this to the Port. Thank you.

President Adams: I also want to say, David and to everybody involved, you know, David -- it was like when Diane Oshima worked here. Two things that you and Diane both have -- you've got street cred with the community.

People in the community trust you, your integrity, your sense of fair play and your big heart. And I support it also. And I just want to say thank you for being a person that really, really cares. And you know what?

The community can tell how much you really care and even the people that came to speak today. You're definitely the real thing. So I also stand in support. We have a motion and a second. All in favor, say aye.

The motion passed unanimously. Resolution 22-27 is adopted.

12. NEW BUSINESS

Director Forbes: I have recorded a request from Commissioner Gilman that MOUs with other city department agencies include equity goals and actions. Is there any other new business?

President Adams: It's not new business. But I want to thank the crew in the back. Thank you. Once again, y'all make us look good. Thanks for delivering the goods. We really appreciate it. Thank you. Couldn't do it without you. Thank you. Is there any other new business? Being none, if there's no other new business, is there –

13. ADJOURNMENT

ACTION: Commissioner Gilman moved to adjourn the meeting. Commissioner Burton seconded the motion. All commissioners were in favor.

President Adams: It passed unanimously. We are done at 4:58.